



TOWN OF CANMORE  
STRATEGIC PLAN

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2023-2026



## 2023-2026 STRATEGIC PLAN

# COUNCIL STRATEGIC PLAN

**Canmore Town Council Left to Right:** Councillor Joanna McCallum, Councillor Tanya Foubert, Councillor Wade Graham, Mayor Sean Krausert, Councillor Jeff Hilstad, Councillor Jeff Mah, Councillor Karen Marra.

### Introduction

To identify their goals and priorities for 2023 through 2026, Town Council participated in facilitated planning sessions in early 2022 with the intention of setting the direction for the community of Canmore. With the future of the town's citizens and businesses in mind, Council has prepared this strategic plan to guide them for the next four years.

This plan is a key reference tool for administration in guiding decision making, providing useful information for business planning and budgeting, and communicating strategic priorities to the community.

A multi-year strategic plan enables longer term planning, higher level thinking, and prioritization of issues and projects. The strategic plan encompasses the three remaining years of this Council's term, plus one year after the 2025 municipal election. While the plan has been crafted to endure this timespan, Council will review it annually and make changes if the priorities of the community change significantly during this time. In 2026, the Council elected at that time will craft the next multi-year strategic plan in response to the evolving priorities of the community.

Council works collaboratively, with the benefit of individual knowledge, experience, and community connections, to make balanced decisions to sustain and uphold the public's values for the betterment of the community as a whole.





2023-2026 STRATEGIC PLAN

## OUR COMMUNITY VISION



**Canmore is authentic and resilient. Through bold, innovative leadership we will thrive as a vibrant, livable, and diverse mountain community.**

Our vision speaks to the ways in which our community will thrive in an ever-changing environment; we aspire to progress and prosper despite any situation we may encounter.

We recognize that old ways of addressing problems will not get us to the future we aspire to. We are committed to being

brave and leading in unique ways, including seeking out new opportunities and creating strong partnerships.

We strive to protect and defend our picturesque landscape and natural environment, while fostering an inclusive community with a quality of life for our residents that is unrivalled.





## 2023-2026 STRATEGIC PLAN GOALS

To get us closer towards the vision of our community, Council articulated three equally important goals.



### **Livability**

Canmore is a place where all residents can thrive.



### **Environment**

Canmore is a recognized leader in managing human impact on our environment.



### **Relationships**

Respectful, authentic relationships are the foundation on which our future success is built.





## 2023-2026 STRATEGIC PLAN

# LIVABILITY



### Livability Goal

Canmore is a place where all residents can thrive.

#### Objectives:

- Municipal initiatives and services are designed to increase affordability
- Emergency management communication is effective and adopted across our community
- Municipal programs, facilities, and services help to attract and retain families and support community diversity
- Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

A thriving and strong community supports the fundamental needs of individuals and families, while promoting inclusive neighbourhoods. The Town of Canmore believes in the health of these individual members, as well as the community as a whole.

The provision of affordable and accessible services is vital to our community. This includes a commitment to a range of underserved housing options, a focus on increasing affordable and convenient options to encourage more trips by fare-free transit, foot, or bicycle, and support of meaningful employment opportunities so our residents can flourish. The provision of these basic necessities is complemented by our commitment to cultural and social activities.

We are committed to keeping our community safe. We will foster an environment of safety and the protection of people and property.





## 2023-2026 STRATEGIC PLAN

# ENVIRONMENT



### Environment Goal

Canmore is a recognized leader in managing human impact on our environment.

#### Objectives:

- Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced
- Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation
- The community is aware of the Town of Canmore's environmental leadership
- Safe multi-modal transportation shift is advanced

The Town of Canmore commits to protect and preserve our natural environment and to live sustainably. We will work to combat climate change and prepare for climate adaptation through our programs and initiatives, especially through transitioning to clean energy, advocating for net zero building standards, and supporting alternate modes of transportation in and around the community.

As a community known for its scenery, outdoor activities, and wildlife, the promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and policy. We recognize that being good stewards of our land and natural resources is a shared responsibility, and we will work tirelessly in our stewardship efforts.





## 2023-2026 STRATEGIC PLAN

# RELATIONSHIPS



### Relationships Goal

Respectful, authentic relationships are the foundation on which our future success is built.

#### Objectives:

- Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced
- Inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes
- Meaningful, two-way public engagement and communication is civil, supportive, and productive
- The community understands the value of a strong and healthy Public Service

Strong relationships are fundamental to a thriving and prosperous community. The Town of Canmore will build partnerships within the region, community, and with other orders of government based on mutual respect and shared goals to achieve long-term well-being for all.

Our focus is also on strengthening relationships with residents by increasing satisfaction with public engagement processes. Additionally, the relationship between Council and administration is of central importance to ensure that our residents are served efficiently and effectively through trusted and respected relationships.





## 2023-2026 STRATEGIC PLAN

# FOUNDATIONAL PILLARS

To achieve the goals and objectives – and ultimately, the community vision – a strong organization is needed.

Maintaining a healthy organization requires a commitment to implementing best practices and good governance.

The three key pillars of good governance form the foundation of this strategic plan:

### Financial Stewardship

We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably.

### Human Resources

People and culture are our strongest assets. We are inclusive and connected.

### Community Engagement

We meaningfully engage with citizens for effective decision making.







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# MOVING TOWARD THE VISION

This strategic plan articulates Council’s goals and objectives for the planning horizon to 2026. They will be used to create priority-based business plans, which will in turn inform departmental budgets, where specific actions are identified that will be taken each year.

**Integrated Planning Cycle**

This integrated planning cycle is a holistic approach to strategic planning that links the vision, goals, and objectives to the annual business plan and budget. The vision and goals are long range aspirations meant to last 10-15 years. The objectives

are shorter, generally three to five years in length, with an annual business plan that identifies implementation efforts to move the needle towards the goals. At the start of the year, administration reports to Council on the performance of the past year. Council and administration then work together to affirm or amend the objectives of the community for the next year.

Ultimately, our success as an organization and a community is measured by how well the whole organization provides service and moves us towards the vision.

